

SHUPING LI

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ACADEMIC APPOINTMENTS

Associate Professor, Hong Kong Polytechnic University, 2022–present

- Department of Management and Marketing, Faculty of Business
- Center for Leadership & Innovation, Faculty of Business

Assistant Professor, Hong Kong Polytechnic University, 2016–2022

- Department of Management and Marketing, Faculty of Business
- Center for Leadership & Innovation, Faculty of Business

Visiting Assistant Professor, Kansas State University, 2014–2016

- Department of Management, College of Business Administration

EDUCATION

Ph.D., Strategy, National University of Singapore, 2009–2014

- Visiting scholar, Rotman School of Management, University of Toronto, 2012–2013

M.A., Economics, Beijing Normal University, 2004–2007

B.A., Economics, Beijing Normal University, 2000–2004

- Minor, Chinese Language and Literature, Beijing Normal University, 2001–2004

RESEARCH INTERESTS

Strategic Leadership, Corporate Governance, Stakeholder Management

- I adopt behavioral perspectives to study strategic leadership, corporate governance, and stakeholder management. Primarily, I focus on leaders' personal incentives, trying to understand how they are shaped by institutional (e.g., institutional logics), organizational (e.g., corporate governance), and individual factors (e.g., personalities), and in turn, how they affect firm strategies (e.g., stakeholder management) and performance (e.g., financial and social outcomes). Utilizing longitudinal datasets on firms worldwide, I have papers published in leading journals in multiple academic fields, primarily Strategy.

JOURNAL PUBLICATIONS

1. Chang, Yuyuan & **Li, Shuping**. 2025. When the political sinner does a good deed: The role of government officials' stigma anxiety in granting political access. Forthcoming. *Journal of Management Studies*.
2. Chang, Yuyuan, Foss, Nicolai, **Li, Shuping**, & Xie, Jing. 2024. Compensation peer effects of corporate social responsibility. *Journal of Corporate Finance*. 89(2024).
3. Li, Wen-Dong, **Li, Shuping**, Feng, Jie, Wang, Mo, Zhang, Hong, Frese, Michael, & Wu, Chia Huei. 2021. Can becoming a leader change your personality? An investigation with two longitudinal studies from a role-based perspective. *Journal of Applied Psychology*, 106(6): 882–901.
4. Sun, Jiaqing, Li, Wen-Dong, Li, Yuhui, Liden, Robert, **Li, Shuping**, & Zhang, Xin. 2021. Unintended consequences of being proactive? Linking proactive personality to coworker envy, helping, and undermining, and the moderating role of prosocial motivation. *Journal of Applied Psychology*, 106(2): 250–267.
5. **Li, Shuping** & Yayavaram, Sai. 2021. Attenuating the negative effects of network change on

innovation: A whole network level analysis of Taiwanese business groups. *Asia Pacific Journal of Management*, 38(1): 151–177.

6. Li, Shuping & Lu, Wenzhen Jane. 2020. A dual-agency model of firm CSR in response to institutional pressure: Evidence from Chinese publicly listed firms. *Academy of Management Journal*, 63(6): 2004–2032.
7. Li, Wen-Dong, Li, Shuping, Fay, Doris, & Frese, Michael. 2019. Reciprocal relationships between dispositional optimism and career outcomes: A five-wave longitudinal investigation. *Journal of Applied Psychology*, 104(12): 1471–1486.
8. Li, Shuping. 2018. Increased non-family ownership in family-owned firms: How does it affect CEO turnover-performance sensitivity? *Strategic Management Journal*, 39(13): 3434–3457.

RESEARCH GRANTS

1. **Strategic Area Fund 2024/2026** (Principal Investigator). Corporate social responsibility (CSR) contracting and firm innovation. Hong Kong Polytechnic University.
2. **Departmental General Research Fund 2023/2025** (Principal Investigator). Business group affiliates' responses to external performance feedback in innovation: A behavioral perspective. Hong Kong Polytechnic University.
3. **Lab of Co-Innovation for Sustainable Development and Evaluation (FB Digital Transformation Centre)** (Co-Investigator). Research on FinTech and ESG. Hong Kong Polytechnic University.
4. **Departmental Incentive for General Research Fund 3.5 2022** (Principal Investigator). Zoom in or zoom out: A moderated mediation model of CEO employment risk and corporate social responsibility. Hong Kong Polytechnic University.
5. **Departmental General Research Fund 2022/2024** (Principal Investigator). Blockholders' power contestability, extraction of private benefits, and blockholder exit. Hong Kong Polytechnic University.
6. **Departmental General Research Fund 2020/2022** (Principal Investigator). The impacts of kinship heterogeneity and configuration on firm performance in family firms: The case of East Asian economies. Hong Kong Polytechnic University.
7. **Start-up Research Fund 2017/2021** (Principal Investigator). Time reveals despite ambiguity: Abrupt changes in CEO positions and firm ownership restructuring. Hong Kong Polytechnic University.
8. **Departmental General Research Fund 2017/2020** (Principal Investigator). Family ownership and corporate governance transparency: Evidence from Taiwanese firms. Hong Kong Polytechnic University.

CONFERENCE ACTIVITIES

Conference Co-organizer

- Strategic Management Society Special Conference. Hong Kong, China, 2026 (*scheduled*).
- Institutions, governance, and innovation conference. Hong Kong Polytechnic University, 2024.
- The Hong Kong Management Colloquium, Chinese University of Hong Kong, Hong Kong, China, 2019.

Panelist

- Macro-track doctoral consortium. International Association for Chinese Management Research Conference, Xi'an, 2025 (*scheduled*).
- The 6th CEIBS Strategy and Entrepreneurship Department Annual Academic

Symposium, Shanghai, China, 2024

- Macro-track doctoral consortium. International Association for Chinese Management Research Conference, Hong Kong, 2023.
- It takes a village: Creating a supportive community for junior women faculty. International Association for Chinese Management Research Conference, Hong Kong, 2023.
- Political strategy and social responsibility. International Association for Chinese Management Research Macro Research Forum, 2022.

Session Chair

- Strategic leadership influences on competitive dynamics, Session 84. Strategic Management Society Annual Conference, Istanbul, 2024.
- Shareholder activism, Session 2604. Strategic Management Society Annual Conference, Toronto, 2023.
- Stakeholder relations and strategies, Session 12K02. International Association for Chinese Management Research, Xi'an, China, 2021.
- Ups and downs of strategic leadership: CEO succession, promotion, dismissal, and misconduct, Session 14K02. International Association for Chinese Management Research, Xi'an, China, 2021.
- Governance and ownership, Session 9L-E03. International Association for Chinese Management Research, Wuhan, China, 2018.

Professional Development Workshop (PDW) Co-organizer

- The unintended consequences of best corporate governance practices: Implications for the meaningfulness of organizations (Panelists: Will Mitchell, Ruth Aguilera, Christina Ahmadjian, Amanda Cowen, Sea-Jin Chang). Academy of Management, All Academy Theme, Anaheim, CA, 2016.
- Comparative strategic corporate governance in developed and emerging economies. (Panelists: Will Mitchell, Robert Hoskisson, Brian Connelly, Sea-Jin Chang, Richard Carney). Academy of Management, Business Policy and Strategy Division, Vancouver, Canada, 2015.

Best Conference Paper Award, Nominee

- The more, the merrier? CEOs' CSR contracting and firm competitive actions. Strategic Management Society Annual Conference, Istanbul, Turkey, 2024
- Ownership change in response to CEO changes in public firms. Strategic Management Society Annual Conference, Paris, France, 2018.

Other Activities (past 10 years)

- Be open or overwhelmed? CEOs' exposure to plural orientations of shareholder activists and firms' responses to subsequent activism. 10th Annual ICGS Conference: An Integrative View of Corporate Governance Theory and Research, Arizona State University, U.S., 2024
- The more, the merrier? CEOs' CSR contracting and firm competitive actions. Strategic Management Society Annual Conference, Istanbul, Turkey, 2024
- The more, the merrier? CEOs' CSR contracting and firm competitive actions. Academy of Management, Chicago, U.S., 2024.
- Who to target: ESG, financial performance, and short-selling activities in S&P 1500 firms. Academy of Management, Chicago, U.S., 2024.
- Be open or overwhelmed? CEOs' exposures to logic plurality and firms' strategic

responses to competing shareholder activism. Strategic Management Society Annual Conference, Toronto, 2023.

- Who to target: ESG, financial performance, and short-selling activities in S&P 1500 firms. Strategic Management Society Annual Conference, Toronto, 2023.
- Common ownership and interorganizational diffusion of corporate misconduct. Academy of Management, Boston, U.S., 2023.
- Corporate social responsibility in China: The interplay between market logic and state logic. International Association for Chinese Management Research, Hong Kong, China, 2023.
- Common ownership and interorganizational diffusion of corporate misconduct. International Association for Chinese Management Research, Hong Kong, China, 2023.
- Common ownership as a pipe for interorganizational diffusion of corporate misconduct. Strategic Management Society Annual Conference, London, 2022.
- When a political sinner does good deeds: CSR strategies of Chinese firms in response to damaged political reputation. Strategic Management Society Annual Conference, London, 2022 (*accepted but withdrawn due to COVID-19 travel restrictions*).
- Shareholder heterogeneity in family-owned firms: The implication for corporate governance transparency. Strategic Management Society Special Conference (*accepted but cancelled due to COVID*), Hangzhou, China, 2020.
- Shareholder contestability and ownership change: Evidence from China. Strategic Management Society Annual Conference (*virtual*), London, 2020.
- Firm ownership change in response to CEO turnover: Evidence from China. Strategic Management Society Annual Conference, Paris, 2018.
- Family ownership and corporate governance transparency. Strategic Management Society Annual Conference, Paris, 2018.
- The impact of large shareholders' power contestability on abrupt CEO turnover. Academy of Management, Chicago, 2018.
- The impacts of political competition on firm CSR: Evidence from China. European Academy of Management, Reykjavik, Iceland, 2018.
- Shareholder engagement: What we know and don't know. International Association for Chinese Management Research, Wuhan, China, 2018.
- The impacts of political competition on firm CSR: Evidence from China. International Association for Chinese Management Research, Wuhan, China, 2018.
- Executive employment risk and different time horizons of risk-taking: The moderating impacts of executive market conditions. Academy of Management, Philadelphia, 2014.

TEACHING EXPERIENCES

Hong Kong Polytechnic University, China

- Advanced Business Strategy, MM631 (DBA), Instructor, 2020–2022 Summers; 2022 Fall (Latest rating: 4.9/5.0)
- Strategic Management, MM4311 (undergraduate), Instructor, 2017–2024 (Latest rating: 4.7/5.0)

Kansas State University, U.S.

- Business Strategy, MANGT595 (undergraduate), Instructor, 2014–2016 Springs & Falls

National University of Singapore, Singapore

- Asian Business Environment (EMBA), Teaching Assistant, 2012

- Corporate Strategy (MBA), Teaching Assistant, 2011
- Asia Pacific Business Environment (undergraduate), Tutor, 2011

STUDENT SUPERVISION

Post-docs

- Dr. Yi Peng (2024-present), Hong Kong Polytechnic University

Ph.D. Students

- Mr. Luman Yu (Ph.D. candidate; chief advisor; 2022-present), Hong Kong Polytechnic University
- Mr. Canquan Li (Ph.D. candidate; chief advisor; 2021-present), Hong Kong Polytechnic University

Doctoral Executive Students

- Ms. Yi Li (Doctor of Business Administration; chief advisor; 2023-present), Hong Kong Polytechnic University
- Mr. Ivan Tang (Doctor of Business Administration; chief advisor; 2023-2024), Hong Kong Polytechnic University
- Ms. Kamonchanok Pookayaporn (Doctor of Business Administration; chief advisor; 2023-2024), Hong Kong Polytechnic University
- Ms. Ting Li (Doctor of Management; chief advisor; 2023-2024), Hong Kong Polytechnic University
- Mr. Wenjun He (Doctor of Management; co-advisor; 2016-2019), Hong Kong Polytechnic University

MBA Students

- Ms. Sze Wai CHAN (Master of Business Administration; 2023-2024), Hong Kong Polytechnic University

Undergraduate Students

- 25 groups of undergraduate capstone projects, Hong Kong Polytechnic University

PROFESSIONAL SERVICES

Department

- Strategic Management Research Coordinator (2024-present), Hong Kong Polytechnic University
- Departmental Staffing Committee (2021-present), Hong Kong Polytechnic University
- Departmental Research Committee (2020-present), Hong Kong Polytechnic University
- Departmental Search Committee (2020-present), Hong Kong Polytechnic University
- Departmental Ph.D. Admission Committee (2020-2023), Hong Kong Polytechnic University

Faculty

- Faculty Board of Business, Faculty of Business, Hong Kong Polytechnic University
- DBA Student/Staff Consultative Group, Faculty of Business, Hong Kong Polytechnic University
- Faculty Assessment Panel for Faculty Fellow Scheme in 2022, Hong Kong Polytechnic University
- Faculty Assessment Panel for Faculty Fellow Scheme in 2021, Hong Kong Polytechnic University
- Faculty Assessment Panel for Faculty Awards in Teaching, Research and Scholarly

Activities, and Services in 2021, Hong Kong Polytechnic University

- Faculty Assessment Panel for President's Awards for Outstanding Achievement in Knowledge Transfer 2020/2021, Hong Kong Polytechnic University
- DBA Program Committee (2021–2022), Hong Kong Polytechnic University

University

- The PolyU Press Committee

Strategic Management Society (SMS)

- Strategic Leadership & Governance, Global Representative-at-Large

International Association for Chinese Management Research (IACMR)

- Macro Research Committee (2023–present)
- Award Committee, Kwok Leung Memorial Dissertation Award (2024)

Senior Editor

- Management and Organization Review (2024–present)

Editorial Review Board

- Journal of Management Studies (2025–present)
- Management and Organization Review (2013–2024)

Ad-hoc Reviewer

- Academy of Management Journal
- Organization Science
- Strategic Management Journal
- Journal of International Business Studies
- Journal of Management
- Journal of Management Studies
- Business & Society
- Asia Pacific Journal of Management
- Management and Organization Review

AWARDS AND HONORS

- Runner-up Paper Award, the 10th Annual ICGS Conference: An Integrative View of Corporate Governance Theory and Research, Arizona State University, 2024
- Nominee, SMS Annual Conference Best Paper Prize, Strategic Management Society, 2024
- Management and Organization Review (MOR) Best Reviewer Award, International Association for Chinese Management Research (IACMR), 2023
- 2023 Joyce and Robert Hogan Award for Personality and Work Performance, The Society for Industrial and Organizational Psychology, 2023
- Faculty award for research productivity reward scheme for non-UTD (University of Texas at Dallas) journal publications, Hong Kong Polytechnic University, 2022
- Management and Organization Review (MOR) Best Reviewer Award, International Association for Chinese Management Research (IACMR), 2022
- PolyU Business School Fellow Awards 2020/2021 (Research Contribution), Hong Kong Polytechnic University, 2022
- PolyU Business School Fellow Awards 2020/2021 (Reputation and Visibility Contribution), Hong Kong Polytechnic University, 2022
- Faculty award for the incentive scheme for UTD (University of Texas at Dallas) journal publications, Hong Kong Polytechnic University, 2021

- Best Reviewer of Macro English Track, International Association for Chinese Management Research (IACMR), 2021
- Faculty award for outstanding achievement in research and scholarly activities 2019/2020, Hong Kong Polytechnic University, 2020
- Faculty award for research productivity reward scheme for non-UTD (University of Texas at Dallas) journal publications, Hong Kong Polytechnic University, 2020
- Faculty award for the incentive scheme for UTD (University of Texas at Dallas) journal publications, Hong Kong Polytechnic University, 2019
- Nominee, SMS Annual Conference Best Paper Prize, Strategic Management Society, 2018
Finalist for Wang Gungwu Medal and Prize, National University of Singapore, 2015 Grant for Overseas Academic Exchange, National University of Singapore, 2012–2013
- President’s Graduate Fellowship, National University of Singapore, 2012–2013
Doctoral Fellowship, National University of Singapore, 2009–2014

MEDIA COVERAGE

Can being promoted to leadership change who you are? Published in [South China Morning Post \(2021, June 18\)](#).

CUHK business school research finds people adapt and grow more conscientious when promoted to supervisory roles at work. Published in [Yahoo News \(2021, January 13\)](#), [Taiwan News](#) and [Sina News \(2021, January 14\)](#).

Personalities can change after taking on leadership roles. Published in [IO@Work \(2020, November 24\)](#).

Earning a high salary and having a secure job may make you more optimistic. Published in [South China Morning Post \(2019, December 27\)](#).

OTHER WORK EXPERIENCES

Research Assistant (full-time)

- Department of Management and Organization, National University of Singapore, 2008–2009
- Developmental Research Center, The State Council of the People’s Republic of China, 2005–2006

Translator (part-time)

- Gregory Clark. (2009). *A farewell to alms: A brief economic history of the world*. China CITIC Press (from English to Chinese).
- George J. Stigler (Nobel Laureate in Economics, 1982). (2006). *Memoirs of an unregulated economist*. China CITIC Press (from English to Chinese).